

# REPORT

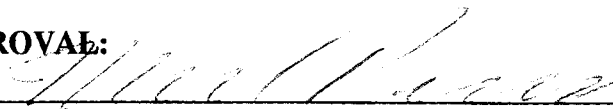
**DATE:** December 6, 2007

**TO:** Executive Committee  
Administration Committee  
Regional Council

**FROM:** Barbara Dove, Government & Public Affairs, 213 236-1861, [dove@scag.ca.gov](mailto:dove@scag.ca.gov)

**SUBJECT:** Approve the 2008 Leadership Academy Program

**EXECUTIVE DIRECTOR'S APPROVAL:**



**RECOMMENDED ACTION:**

**Approve the 2008 Leadership Academy Program.**

**BACKGROUND:**

Last year's inaugural Leadership Academy has been acknowledged by its participants as a great success. A significant part of the success is attributed to the excellence of the consultant team who delivered the program to our members. Last year's consultant selection process included issuing a widely circulated RFP which resulted in ten proposals being received. The Proposal Review Committee (PRC) evaluated the nine responsive proposals and then held interviews with the three top-rated offerors. The PRC was comprised of three elected officials who serve on the Membership & Communication Subcommittee and the Regional Council plus two SCAG staff. USC was recommended for the contract award because of their team's unique strength and creativity as well as the depth and breadth of their facilitators and trainers. Their approach of using interactive seminars designed for skill building and development of management and leadership processes is most impressive. The USC team also has extensive experience in working with leaders of today and tomorrow, including elected officials.

After completing such a rigorous competitive process, USC was selected to provide the leadership development and training for our elected officials. To continue the momentum and build on the positive experiences of this first year effort; the program participants, the Membership & Communication Subcommittee, and SCAG staff all support continuing the second year of the program with the same team leader, Rich Callahan, and his colleagues. The FY 2007-2008 General Fund includes \$50,000 for training and developing Board leadership, the same amount as last year.

**FISCAL IMPACT:**

Funds for this activity are in the current approved General Fund budget.

Reviewed by:

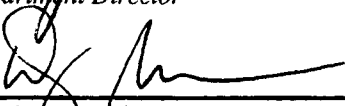
  
Division Manager

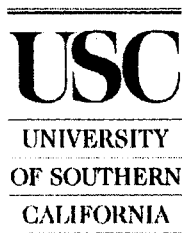
# REPORT

Reviewed by:

  
\_\_\_\_\_  
Department Director

Reviewed by:

  
\_\_\_\_\_  
Chief Financial Officer



**Southern California Association of  
Governments  
Leadership Development and Training  
Services**



**Module 1/Day 1 : Friday, February 8**

**TBD**

7:30 – 8:00 am	<b>Breakfast/Opening Remarks</b>	Jack Knott, USC Dean, USC School of Policy, Planning, and Development
8:00 – 9:45 am	<b>Program Overview and Expectations</b> <ul style="list-style-type: none"><li>• Meta-4 Simulation Exercise</li><li>• Leadership as Inquiry</li></ul>	Richard Callahan, USC, Director of Leadership Programs
9:45 – 10:00 am	<b>Break</b>	
10:00 – 12:00 pm	<b>Leadership Processes: Problem Solving and Civic Engagement</b> <ul style="list-style-type: none"><li>• Policy Making and Decision Making</li><li>• Factors That Facilitate Agenda Setting</li><li>• Issue Diagnosis and Political Analysis</li><li>• Political Timing and Strategy</li><li>• Regional Planning and Civic Engagement</li></ul>	Juliet Musso, USC, Director, Master Program in Public Policy
12:00 – 12:45 pm	<b>Lunch</b>	
12:45 – 2:45 pm	<b>Leadership and Communication</b> <ul style="list-style-type: none"><li>• Communication Practices</li><li>• Click-Down</li><li>• Organizational Cultures</li><li>• Huddle</li></ul>	Dave Logan, Senior Partner JLS Consulting
2:45 – 3:00 pm	<b>Break</b>	
3:00 – 5:00 pm	<b>Leadership and Communication (cont)</b> Techniques to Effective Time Management <ul style="list-style-type: none"><li>• Twenty minute rule</li><li>• One touch</li><li>• Life repair</li></ul>	Dave Logan
5:30 – 7:00 pm	<b>Dinner</b>	

<b>Module 1/ Day 2 : Saturday, February 9</b>	<b>TBD</b>
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7:30 – 8:00 am	<b>Breakfast</b>	
8:00 – 8:30 am	<b>Reflections on Previous Session</b> <ul style="list-style-type: none"> <li>• Leadership Skills</li> <li>• Shared Meaning</li> </ul>	Richard Callahan
8:30 – 11:00 am	<b>Governance</b> <ul style="list-style-type: none"> <li>• Governance Challenges: Understanding the linkages between the Economy, Environment and Equity.</li> <li>• Regional Cooperation</li> <li>• Framing Public Policy and Governance Issues</li> <li>• Collaboration, Consensus Building and Compromise</li> </ul>	Dan Mazmanian, USC, Director, Bedrosian Center on Governance and the Public Enterprise
11:00 – 11:30 am	<b>Lunch</b>	
11:30 – 1:45 pm	<b>Taking Charge: Leading Through Influence</b> <ul style="list-style-type: none"> <li>• Getting to the Balcony</li> <li>• DISC Instrument</li> <li>• Self Assessment of Your Decision Making Style</li> </ul> <b>Taking Charge: Leading Through Influence</b> <ul style="list-style-type: none"> <li>• The change acceleration process</li> <li>• Idea → Decision → Full Successful Implementation (FSI)</li> <li>• Collaborate without compromise</li> </ul>	Laree Kiely, C.E.O. K/C Associates
1:45 – 2:00 pm	<b>Break</b>	
2:00 – 4:00 pm	<b>Negotiation Exercise</b> <ul style="list-style-type: none"> <li>• Creating value</li> <li>• Trust is earned</li> <li>• Scarcity/Abundance beliefs</li> </ul> <b>Facilitative Leadership</b> <ul style="list-style-type: none"> <li>• Diversity as different world views-individual's paradigm</li> <li>• Influence/Suasion → Negotiation/bargaining</li> </ul>	Laree Kiely

## Module 2 : Friday, March 7

TBD

7:30 – 8:00 am	<b>Breakfast</b>	
8:00 – 8:30 am	<b>Reflections on Previous Session</b> <ul style="list-style-type: none"> <li>• Leadership Skills</li> <li>• Shared Meaning</li> </ul>	Richard Callahan
8:30 – 10:30 am	<b>Transportation</b> <ul style="list-style-type: none"> <li>• Dilemmas of Regional Planning</li> <li>• METTRANS findings for the Region</li> <li>• Structuring Decision Making Processes</li> <li>• Goods Movement</li> </ul>	Gen Giuliano, USC Director of METTRANS Transportation Center
10:30 – 10:45 am	<b>Break</b>	
10:45 - 12:00 pm	<b>Infrastructure</b> <ul style="list-style-type: none"> <li>• California Infrastructure Trends</li> <li>• Regional Infrastructure Challenges</li> <li>• Implications of Investment Spending</li> <li>• Infrastructure Investment and Local Economies</li> </ul>	Richard Little, USC, Director, Keston Institute for Infrastructure
12:00 – 12:45 pm	<b>Lunch</b>	
12:45 – 1:45 pm	<b>Policy Content: Healthy Communities</b> <ul style="list-style-type: none"> <li>• Communities and Health Issues</li> <li>• Disparities in Access to Healthy Choices</li> <li>• Engaging Communities in Health Policy</li> <li>• Designing Healthy Communities</li> </ul>	LaVonna Blair Lewis, USC, Director of Master of Health Administration Program
1:45 – 2:00 pm	<b>Break</b>	
2:00 – 4:00 pm	<b>Leadership Processes: High Performing Teams</b> <ul style="list-style-type: none"> <li>• Moving From Groups to Teams</li> <li>• The Qualities of High Performance Teams</li> <li>• Designing High Performance Teams</li> <li>• Applying Teamwork to Leadership Challenges</li> </ul>	Bob Myrtle, USC, Director of Executive Master of Leadership Program

**Module 3 : Friday, March 28**

**TBD**

7:30 – 8:00 am	<b>Breakfast</b>	
8:00 – 8:30 am	<b>Reflections on Previous Session</b> <ul style="list-style-type: none"> <li>• Leadership Skills</li> <li>• Shared Meaning</li> </ul>	Richard Callahan
8:30 – 10:15 am	<b>Demographics</b> <ul style="list-style-type: none"> <li>• Regional Dynamics</li> <li>• Growth Expectations</li> <li>• Impact on Housing, Education, and Policy Issues</li> <li>• Persistence of Future Trends</li> </ul>	Dowell Myers, USC, Director of Population Dynamics Research Group
10:15 – 10:30 am	<b>Break</b>	
10:30 – 12:00 pm	<b>Housing</b> <ul style="list-style-type: none"> <li>• Housing Market Trends</li> <li>• Factors that Drive Trends</li> <li>• Affordable Housing--Policy Alternatives</li> </ul>	Raphael Bostic, USC, Director, Master in Real Estate Development Program
12:00 – 12:45 pm	<b>Lunch</b>	
12:45 – 2:45 pm	<b>Leadership Processes: Networks</b> <ul style="list-style-type: none"> <li>• How Networks Develop</li> <li>• Features of effective Inter-organizational networks</li> <li>• Mapping your organizational networks</li> <li>• Designing and Managing Networks</li> </ul>	Brint Milward, University of Arizona, Associate Dean and School Director
2:45 – 3:00 pm	<b>Break</b>	
3:00 – 4:00 pm	<b>Leadership Processes: Civic Engagement</b> <ul style="list-style-type: none"> <li>• Dynamics of Community Engagement</li> <li>• Mechanisms for Enhancing Participation</li> <li>• Overcoming Barriers to Civic Involvement</li> <li>• Insights for Elected and appointed Officials</li> </ul>	Carol Baker Tharp, USC, Deputy Director, Civic Engagement Initiative

## Module 4 : Friday, April 18

TBD

7:30 – 8:00 am	<b>Breakfast</b>	
8:00 – 8:30 am	<b>Reflections on Previous Session</b> <ul style="list-style-type: none"> <li>• Leadership Skills</li> <li>• Shared Meaning</li> </ul>	Richard Callahan
8:30 – 10:30 am	<b>Leadership Processes: Ethics</b> <ul style="list-style-type: none"> <li>• Components to Responsible Conduct</li> <li>• Levels of Moral Reflection</li> <li>• Ethical Decision Making Practices</li> <li>• Practices of Transparency</li> </ul>	Terry Cooper, USC, Crutcher Professor in Citizenship and Democratic Values, SPPD
10:30 - 10:45 am	<b>Break</b>	
10:45 – 12:00 pm	<b>Leadership Processes: Media Relations</b> <ul style="list-style-type: none"> <li>• Understanding the Media Perspective</li> <li>• Skills for Media Relations</li> <li>• Framing Your Message</li> <li>• Communicating Your Message</li> </ul>	Lizelda Lopez Engstrom Assistant Associate Secretary Health and Human Services Agency
12:00 – 12:30 pm	<b>Lunch</b>	
12:30 – 4:00 pm	<b>Leadership Processes: Conflict Resolution</b> <ul style="list-style-type: none"> <li>• Interest-Based Negotiation</li> <li>• Moving From Winners and Losers</li> <li>• Negotiating in A Political Environment</li> <li>• Practices that Build Relationship and Agreement</li> </ul>	Dave Landis Former Nebraska State Senator, Law Professor, University of Nebraska

**BUDGET**

Sponsor: Southern California Association of Governments

Period of Performance: November 9, 2007 - May 31, 2008

**EXPENSES****Total Amount**

MATERIALS AND SUPPLIES	\$	700
TRAVEL	\$	3,000
FOOD/CLASSROOM	\$	6,000
STUDENT WORKERS	\$	2,500
SALARIES AND WAGES	\$	11,550
NON USC SALARY	\$	8,500
FACILITIES/ADMIN (OVERHEAD)	\$	17,738
<b>TOTAL BUDGET</b>	<b>\$</b>	<b>49,988</b>